



505 W. Chapel Hill Street Disposition Request for Qualifications

City of Durham, North Carolina

September 29, 2021

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I. EXECUTIVE SUMMARY: OVERVIEW OF DEVELOPMENT OPPORTUNITY

The City of Durham is divesting a city-owned property at 505 W. Chapel Hill Street from its municipal portfolio. The subject property, the former site of the Durham Police Headquarters, is located at 505 W. Chapel Hill Street in downtown Durham. The four-acre site covers an entire city block and consists of the former Police Headquarters building and surface parking lots. The site is zoned within the city's Design District Core, which permits a mix of uses and by-right podium height of up to 75 feet and maximum building height of up to 300 feet, though unlimited additional building height allowances are permitted if the development meets certain provisions, such as provision of affordable housing, green roofs, or public parking. There is an associated development plan approved for this site that outlines a minimum of 280 residential units and up to 450,000 SF of commercial space.

The City seeks to dispose of the property to a high-quality development team capable of delivering a project that accomplishes the City's five key priorities for the site. Based on direction provided by City Council, these stated priorities for the future of the site are as follows:

- *Affordable Housing:* Provide a significant component (minimum of 80 units) of onsite, permanently affordable housing to residents at 60% Area Median Income;
- *Financial Performance:* Generate significant revenue to the City from the sale of land and future local tax revenues from on-site development;
- *Mixed-Use Development:* Deliver a complement of commercial uses, including office and lab, and retail uses supportive of a dynamic downtown environment;
- *Historic Preservation:* Preserve the existing building, a midcentury modern office building designed by Milton Small; and
- *Signature Design:* Deliver a signature project that demonstrates best practices in urban design and architecture to create a compelling new landmark for Downtown that maximizes the site's prominent gateway location and creates an activated street-level experience.

Selection of a recommended development team will occur in two phases. In this first phase, the Request for Qualifications (RFQ), interested parties are required to present information on their qualifications, past project experience, and capacity for securing financing to support this development. Written statements of qualifications are intended to demonstrate to the City the respondent's current capabilities, as well as past successes in delivering similar projects.

The City has developed a flexible disposition strategy and will consider both master developers and individual firms interested in delivering specific components of the program. Therefore, the City encourages the following types of firms to submit qualifications:

- **Master development firms**, who can coordinate and oversee overall site development

- **Firms interested in specific components of site redevelopment**

- Residential developers (affordable and market)
- Commercial developers

In the second phase, Request for Proposals (RFP), the City intends to invite selected respondents from the RFQ phase to form teams as needed and respond to an RFP, which will ask for an overview of the development team structure, including clear identification of the master developer, a proposed site program, more detailed documentation of the development team's financial position, and a financial offer to the City for acquisition of the site. The City will evaluate all complete responses to the RFP and intends to select one or more recommended development team(s) to enter into negotiations with the City to reach a development agreement.

II. DESCRIPTION OF SUBJECT PROPERTY

The subject property, the former site of the Durham Police Headquarters, is located at 505 W. Chapel Hill Street (see Figure 1, below). The four-acre site covers an entire city block, bounded by S. Gregson Street, W. Chapel Hill Street, S. Duke Street, and Jackson Street. The site sits in the heart of Downtown Durham, which is one of the two urban cores of the greater Research Triangle region of North Carolina.

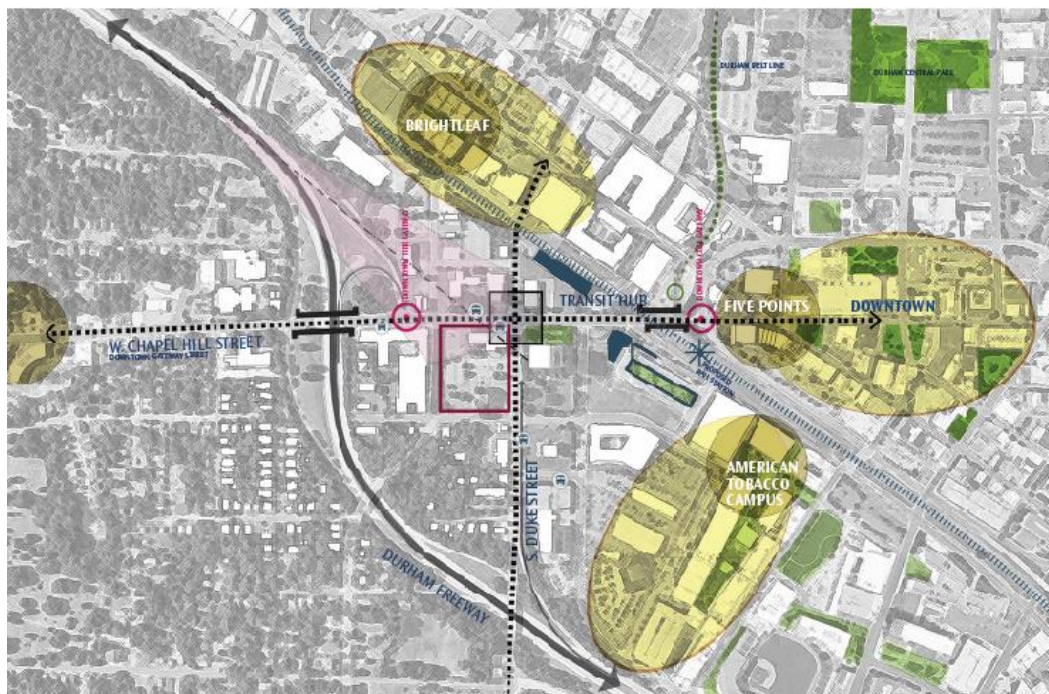
Figure 1. Aerial view of 505 W. Chapel Hill Street



The site is located at a key gateway location into Downtown Durham and is a landmark development opportunity. Due to the area's topography, it has high visibility for those entering Downtown Durham (see Figure 2, below). It is centrally located between Central Durham's primary nodes of activity, specifically Downtown Durham's Brightleaf, City Center, and American Tobacco Districts. The site is also located in close proximity to several recently delivered, under construction, and planned development projects, including the recently opened Chesterfield, a 284,000 SF adaptive re-use historic building that features life science, tech and office space; the Roxboro at the Venable, an under construction mixed-use office, life sciences, and residential development slated to open in spring of 2022; and the ongoing development of the Durham.ID, a 14-acre area of Downtown that is being built out with new office and lab space anchored by Duke University, all of which contribute to Downtown Durham's robust life sciences and technology cluster. Downtown Durham's growing innovation ecosystem is complemented by the

planned expansion of the successful American Tobacco Campus, a significant mixed-use development that will feature additional residential, office, lab, and experiential retail options, and the iconic Tower at Mutual Plaza (formerly the NC Mutual Life Building), which has been renovated to include more modern co-working space and a new outdoor plaza.

Figure 2. Situational context of 505 W. Chapel Hill Street



The site's prominent location is further enhanced by its proximity to the Durham Station Transportation Center, the transportation hub for Downtown Durham with connections to local and regional bus service and Amtrak. Also, there are plans in development for a potential commuter rail station that would connect Durham to Research Triangle Park (RTP), the largest research park in the U.S.; Raleigh, the state capital and one of the country's fastest growing cities; and the fast-growing towns of Cary, Garner, and Clayton (see Figure 3, below).

The site is located within the booming Research Triangle region, named after Research Triangle Park and its three affiliated Tier 1 research universities: Duke University, North Carolina State University, and the University of North Carolina at Chapel Hill. The Research Triangle offers a unique blend of urban and suburban living with a high quality of life, lower average cost of living when compared to coastal cities, strong cultural and educational anchors, and quick access to the mountains and the coast. As such, people are flocking to the Research Triangle region, and it is recognized as one of the fastest growing regions in the country, a trend that has only accelerated since the beginning of the pandemic.

Figure 3. Regional Map

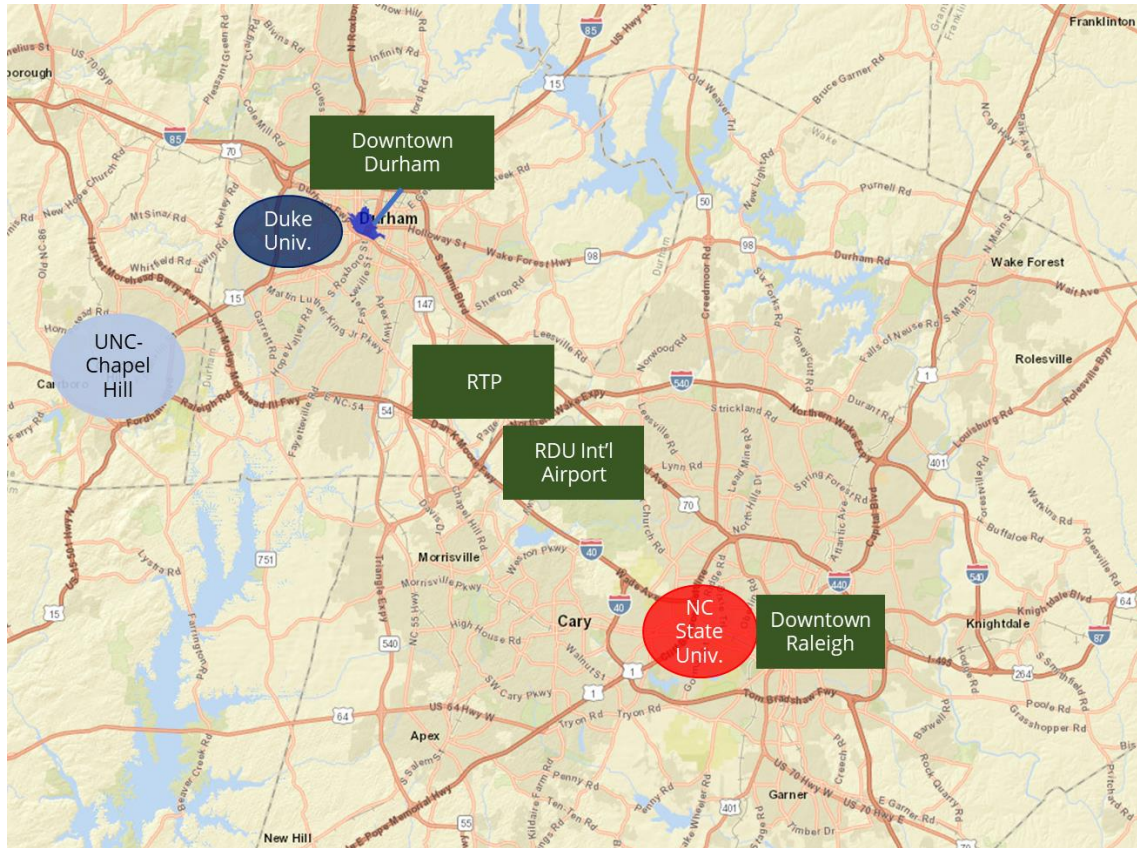


Figure 4. Existing Building



The site is partially occupied by the former Durham Police Headquarters building (see Figure 4, above) and surrounding surface parking. The building became vacant in early 2019, when the Durham Police Department relocated to a new facility. The existing five-story midcentury modern building was constructed in 1958 as the Home Security Life Insurance office building. Designed by noted architect Milton Small, the structure is considered the first example of a Miesian skyscraper in North Carolina, and the building was honored with a North Carolina-American Institute of Architects award in 1959. The building's floorplate is approximately 12,000 GSF, for a total building square footage of approximately 60,000 GSF, and the building core (elevators, stairs, bathrooms, and mechanical specs) are all offset or off-center. Additional detail on the existing structure is included on the project website: <https://durhamnc.gov/2999/505-W-Chapel-Hill-St.>

The City has affirmed its desire to see the existing building preserved, as reflected in the stated development priorities for the site. The City is open to different uses, which could include residential, commercial, or community space. The existing building, given its age and the architectural significance of its midcentury modern design, may be eligible to qualify for federal and state historic tax credits. The building is not currently on the National Register of Historic Places. Should a developer be interested in pursuing historic tax credits, the City will support the nomination process through the North Carolina State Historic Preservation Office to have the building listed on the National Register of Historic Places, which is a prerequisite for eligibility for historic tax credits to offset the costs of qualified rehabilitation expenditures.

III. LOCAL MARKET CONTEXT

The subject property at 505 W. Chapel Hill Street is located at a key gateway into Downtown Durham. Downtown Durham is recognized for its unique, authentic identity, highlighted by the adaptive re-use of former tobacco warehouses and an embrace of the city's heritage, which help set Durham apart and make the city an increasingly attractive location for diverse populations. Durham's assets and amenities include dining destinations, boutique hotels, arts and entertainment venues, and the presence of North Carolina Central University, the nation's first state-supported liberal arts college for Black students, and Duke University, one of the nation's pre-eminent institutions of higher education.

Demographic and Employment Snapshot

Downtown Durham sits at the center of the fast-growing Research Triangle region of North Carolina. The population of the Research Triangle region grew by 17% from 2010 to 2020, to a total population of over 2.2 million residents and is considered to be one of the fastest growing metros in the U.S., alongside cities like Austin, Phoenix and Charlotte. Downtown Durham saw its population grow at an even faster rate during this same period, adding nearly 2,800 new residents from 2010 to 2019, growing its total population to 4,600, an impressive growth rate of 148%. This population growth was driven largely by those aged 25-44, representing young to mid-career professionals who are increasingly attracted to Downtown Durham's urban residential offerings, and the opportunity to live close to employment centers. The median age in Downtown Durham today is 33, compared to North Carolina's median age of 38.3, reflecting Downtown's popularity with this cohort of young to mid-career professionals. 56% of residents in Downtown Durham have a bachelor's degree or higher, compared to 29% of North Carolina residents overall.

There are currently 14,000 employees who work in Downtown Durham, and Downtown Durham has a total daytime population of 16,000. Professional services, information, and finance were among Downtown's fastest growing employment sectors from 2010-2017, with employees in these sectors earning average annual wages of over \$100,000.

Durham is a key employment node within the Research Triangle region, with industry clusters in the life sciences, financial services, and IT/informatics sectors. Duke University, Duke Health, IBM, and GlaxoSmithKline are some of the largest employers in Durham. Apple and Google have recently announced their intention to build new campuses in the Triangle region, which could bring as many as 4,000 direct new jobs to the area. This investment and clustering of resources, knowledge, talent, innovation, and culture, along with IBM's long tenure as an RTP anchor tenant, have positioned the Triangle as a growing tech hub that is increasingly attracting new companies, small businesses, start-ups, and entrepreneurs who can benefit from proximity to these tech giants.

The Triangle region is also an educational and business hub, housing over 176,000 students enrolled in higher education across 20 colleges, universities, and community colleges, producing over 65,000 graduates annually, and boasting the fourth highest concentration of Ph.D. graduates in the country. In addition, there are 7,000 companies located in the Triangle, and over 700 of those companies manage an international presence. The Triangle maintains pronounced industry strengths in agricultural technology, cleantech, life sciences, advanced manufacturing, and technology.

Residential Market Overview

Downtown Durham encompasses over 2,600 market-rate rental units and 150 market-rate condos. There are over 2,100 residential units in the residential pipeline that are planned and/or under construction (see Figure 5, at the end of this section, for a map of pipeline development projects). Overall multifamily occupancy in Downtown is near 88%, despite the introduction of over 1,200 units since 2018, indicating its popularity as a residential location within the Triangle region.

The property at 505 W. Chapel Hill Street is centrally located within Downtown's growing multifamily residential market, and is less than a mile from several significant new and upcoming multifamily projects:

- American Tobacco Campus expansion, a mixed-use district that will introduce 350 market-rate units alongside close to 400K SF of retail and commercial space adjacent to Durham Bulls Athletic Park and the Durham Performing Arts Center.
- Atlas, currently under construction and slated to open in 2021, will feature 171 apartments, including micro-studio units (380 SF in size), studio, and 1-bedroom apartments. Atlas is located near Durham Central Park, Fullsteam Brewery, and the Motorco Music Hall. Rigsbee Central Park, LLC is developing Atlas.
- 300 & 500 Main, a mix of 305 affordable residential apartments, 250 market-rate apartments, and over 40K SF of retail space which will include an area for a Pre-K childcare facility. Laurel Street Residential & Zom Living are developing 300 & 500 Main and the apartments are slated to open in 2023.

As Durham's population grows, and Downtown becomes an increasingly popular choice for residents, Durham is experiencing housing affordability challenges. Increasing the supply of affordable housing in Durham, including in the Downtown core, is a top priority for Durham's City Council. The City's five-year affordable housing plan (2016-2021) is centered on three core goals, which include:

- Preserving and expanding affordable rental housing units and vouchers serving Durham residents;

- Maintaining affordability and protecting low-income Durham residents in neighborhoods experiencing significant price appreciation; and
- Engaging the larger Durham community to make affordable housing a citywide priority.

The provision of affordable housing on-site is viewed as a key opportunity to increase the supply of affordable housing available in Downtown's urban core, as evidenced by the Council's stated priorities for disposition and redevelopment of the site.

Commercial Market Overview

Prior to the pandemic, Durham's office market boasted strong occupancy, with just a 6% vacancy rate for both Class A space and the broader office market overall. Downtown office vacancy currently stands at 9.6%, while Class A office vacancy for the Raleigh-Durham market overall is rebounding closer to pre-pandemic levels and hovered around 13% as of Q2 2021. This highlights the strength of Downtown's market and the depth of demand for office space within Downtown Durham, even with the ongoing impacts of the pandemic.

Downtown currently has a total of 5.7 million SF of commercial office space, with an additional 580,000 SF planned and/or under construction, with roughly 800,000 SF added since 2018. Current Class A office lease rates are averaging \$30-\$35 PSF, amongst the highest office rents in the Triangle region. To meet demand from re-locating companies, as well as to support expanding Downtown businesses and businesses growing out of Durham's existing co-working and incubation spaces, there will likely continue to be a need for more commercial office space Downtown.

The lab market in Downtown Durham has also grown substantially in recent years, with four facilities delivered since 2006 that total over 800,000 SF of R&D space and boast an occupancy rate of more than 90%. This demand for lab space is closely tied to Research Triangle Park (RTP), the largest research park in North America, and a hub for life science research and enterprise, with over 560 life science companies located in RTP. Between RTP and the region's academic institutions, the region brings in over \$3 billion in federal R&D funding every year. There is heavy demand for biomanufacturing and lab space throughout the Triangle region.

The property at 505 W. Chapel Hill Street is centrally located and in close proximity to several significant new and upcoming office projects:

- Durham ID is a 14-acre innovation district on the north side of Downtown developed by Longfellow Real Estate Partners. Durham ID's first two buildings, opened in Fall 2018, delivered nearly 350,000 SF of office and research space complemented by ground floor retail and restaurant space. Duke Clinical Research Institute, Kimley Horn, Cherry Baekart, Spreedly, and WeWork are notable occupants for these first two buildings. When the

master plan is complete, Durham ID will deliver a total of 1.7M SF, including 900,000 SF of office and lab space.

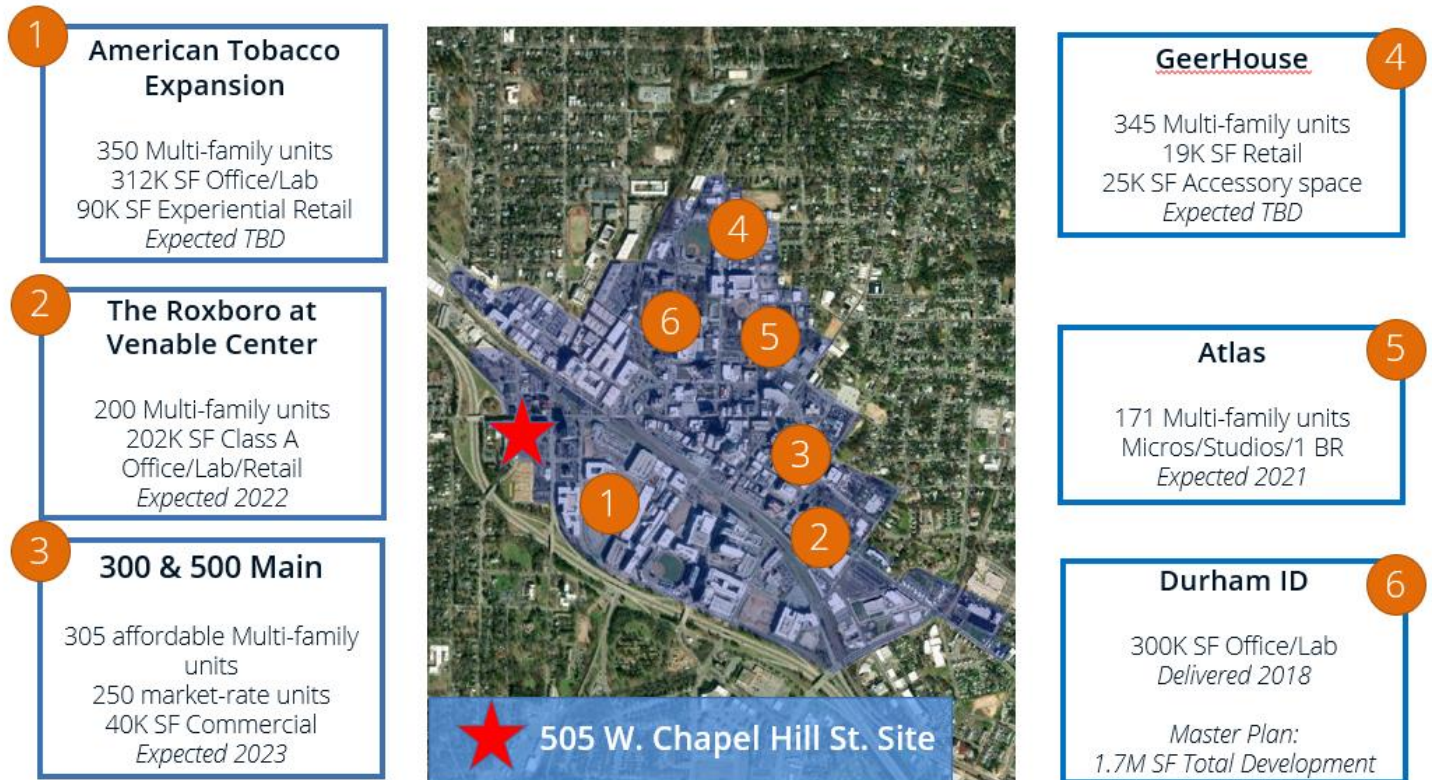
- Roxboro at the Venable is a mixed-use development that will feature eight stories and 203,000 SF of office and lab space with rents at \$38.50/SF for Class A full-service office and \$32/SF for NNN lab space. Developed by Trinity Capital and SLI Capital, this building is slated to open in Winter 2022.
- American Tobacco Campus expansion, proposed to deliver an additional 350,000 SF of commercial space as part of a mixed-use development including residential and experiential retail uses near the Durham Bulls Athletic Park and Durham Performing Arts Center. This joint collaboration between Capital Broadcasting Company, Hines, and USAA real estate is still in the planning stages.

Retail Market Overview

Downtown Durham is currently home to hundreds of street-level businesses, dominated by over 85 restaurants and food establishments, 55 independent retailers, and 34 bars and entertainment venues, pointing to the area's popularity as a dining and entertainment destination. Since 2019, 27 new shops and restaurants have opened and new retail space in Downtown Durham is averaging rents of around \$30 PSF.

Downtown Durham has gained a national reputation for its dining and bar scene, and the property at 505 W. Chapel Hill Street is within walking distance to many of Downtown's most popular restaurants and bars clustered in the Downtown core along E. Chapel Hill Street and Main Street. Brightleaf and American Tobacco are other key retail nodes in proximity to the site. These retail nodes are vibrant, walkable and largely consist of local businesses, offering pedestrians an inviting and unique shopping experience. Moreover, Durham household incomes are on the rise. Since 2013, the median household income for the City of Durham has grown from \$50,500 to \$65,500, a roughly 30% increase, indicating greater retail spending potential.

Figure 5. Prominent Development Pipeline



IV. DEVELOPMENT OPPORTUNITY

Context for Site Redevelopment

The City of Durham and its partners have articulated four primary policy goals related to new Downtown development and the use of Downtown land, as evinced by past strategies and plans, including the Durham Strategic Plan, the Downtown Durham Master Plan, the Durham City-County Joint Economic Development Strategic Plan, and the Central Durham Gateways Plan. These policies apply throughout Downtown Durham, inclusive of the site at 505 W. Chapel Hill Street:

- Creating and preserving affordable housing units;
- Supporting a business-friendly environment through the provision of office space, infrastructure, and amenities;
- Enhancing vibrancy to grow the attractiveness and accessibility of Downtown; and
- Using distinctive design to create a cohesive atmosphere with distinct gateways.

Infill development, mixed-use development, ground floor retail, pedestrian infrastructure, public open space, and cohesive wayfinding are all identified as desired elements of new development Downtown to support these goals.

Given its key gateway location, 505 W. Chapel Hill Street has been identified as a catalyst site, with high potential for promoting connectivity between Downtown and surrounding neighborhoods. Its location at the intersection of W. Chapel Hill Street and S. Duke Street has been identified as a critical intersection in need of activation and enhancement to promote its position as a primary gateway into Downtown. An emphasis on street-level activity, incorporation of a mix of uses, and provision of pedestrian-friendly infrastructure are suggested characteristics for development at this site. W. Chapel Hill Street is a primary walking route into Downtown and is in need of improved streetscaping elements and pedestrian-friendly amenities to further enhance its walkability.

The site is zoned as Downtown Design District – Core, with an approved development plan that carries with the site. Design districts are form-based zoning districts that emphasize density, transit-oriented development, pedestrian friendliness, open space and good urban design. The approved development plan is available on the project website (<https://durhamnc.gov/2999/505-W-Chapel-Hill-St>). The development plan permits a proposed intensity of a minimum of 280 residential units and up to 450,000 SF of commercial space. The complete design requirements for development in a Downtown Design District are available online as part of the City's unified design ordinance: <https://durham.municipal.codes/UDO/16>.

The City has completed a Phase I and Phase II Environmental Site Assessment for the property. The assessments are available for review on the project website (<https://durhamnc.gov/2999/505-W-Chapel-Hill-St>). Should an eligible developer be interested in pursuing participation in the

North Carolina Brownfield Program, which provides liability protection as well as a property tax exclusion for qualifying improvements made on brownfield sites, the City will support the application.

Project Objectives

The former Durham Police Headquarters site became vacant in early 2019, and the City no longer has a municipal purpose for the site. Recognizing the important development opportunity represented by this site, the City began planning for the site's disposition in 2017. The planning process involved a thorough review of City policy goals for the use of Downtown land, as well as extensive public engagement to assess community vision for the site's redevelopment. Public engagement involved four pop-up events hosted at locations around the City, two community workshops open to the public, and an online survey. Through these engagement activities, over 1,000 stakeholders shared their vision for the site. A memorandum prepared by City staff summarizing the results of this public engagement is included as supplementary information on the City's project website.

In response to information provided through this process, City Council articulated its priorities to guide the disposition process. While City Council invites developers to exercise innovation and creativity in submitting plans for the site's redevelopment, future development should address Council priorities. The Council's stated priorities for on-site development at 505 W. Chapel Hill Street are:

- **Affordable Housing:** Provide a significant component (minimum of 80 units) of onsite, permanently affordable housing to residents at 60% Area Median Income. The provision of onsite affordable housing is the Council's highest priority.
- **Financial Performance:** Generating significant revenue to the City from the sale of land and future local tax revenues from on-site development. Receiving significant revenue from the disposition of the site is the Council's second highest priority.
- **Mixed-Use Development:** Delivering a complement of commercial uses, including office and retail, supportive of a dynamic downtown environment. Realizing a development program with a mix of uses, including commercial space, is the Council's third highest priority.
- **Historic Preservation:** Preserving the existing Building. Realizing a development program that retains and rehabilitates the existing building is the Council's fourth highest priority.
- **Signature Design:** Deliver a signature project that demonstrates best practices in urban design and architecture to create a compelling new landmark for Downtown that maximizes the site's prominent gateway location and creates an activated street-level experience.

In preparing their responses to this RFQ, respondents should keep these priorities in mind when articulating their vision for the site, and to highlight their past experience in successfully delivering projects that align with these priorities.

Furthermore, Durham's economic development goals, adopted in the City of Durham Strategic Plan and through City Council policies, help shape how the City and County will grow in the future. Economic development policies determine where governmental funds will be spent and where job growth will be encouraged, as well as provide avenues for employment and revenue generation for its residents and the creation of tax base for local government.

While the Durham economy is strong by national standards, not all residents share in the prosperity. The City of Durham is committed to designing and implementing robust policies to nurture small, minority-owned, women-owned, and other Durham-based business enterprises in the City. It is the policy of the City of Durham to provide equal opportunities for underutilized businesses owned by minorities and women doing business in the City's contracting marketplace. In the second phase of the solicitation process for 505 W. Chapel Hill Street, the City intends to evaluate development proposals received in response to the City's RFP document in part on the degree to which each proposal helps to foster an inclusive development environment.

V. SUBMISSION REQUIREMENTS

The City invites developers with a proven track record of delivering transformative mixed-use developments and/or multifamily projects that include an affordable component, to submit statements of qualifications in response to this RFQ. Respondents must submit eight (8) printed copies of their response in addition to a USB drive with an electronic copy of their response in PDF format, no later than 3 p.m. EST, Tuesday, November 9, 2021.

Responses should be addressed and sent to:

Attention: Stacey Poston
Assistant Director, Project Delivery & Sustainability
General Services Department, City of Durham
2011 Fay Street
Durham, NC 27704

The City of Durham office is open Monday through Friday, 8:30 am to 5:00 pm.

Complete RFQ responses will be evaluated according to the objective criteria described below. Qualified respondents will then be invited to form complete development teams and submit a more detailed proposal, including a financial offer for purchase of the site, in the second phase of the disposition process.

To be considered for participation in Phase II – Request for Proposals, respondents must clearly, completely, and concisely address each of the following areas in their responses to this RFQ:

1. Cover Letter: Respondents should prepare a letter, no more than 2 pages in length, summarizing their response to the RFQ and their interest in the development opportunity, **including a clear indication of whether they are submitting qualifications as a master developer, or as lead for the residential component or the commercial component.** The cover letter should provide an overview of the development team and include an e-mail address, mailing address, and phone number for the Respondent's designated point of contact.
2. Development firm qualifications: Respondents should include the resumes of key principals and describe their intended role on the project team.
3. Relevant project experience: Respondents should demonstrate their ability to design, construct, operate and manage projects of comparable size, land-use mix, and complexity by sharing information on previous projects completed in the past 10 years that illustrate the team's ability to fulfill the priorities articulated by City Council. In particular, Respondents should highlight projects completed or under construction that demonstrate

the following characteristics, as aligned with their experience and the component of the development program to which they are responding (i.e. residential developers will submit residential projects). The same project may be submitted to meet multiple characteristics; for each project, note which characteristics it fulfills. Please submit no more than six (6) projects total. Individual project descriptions should be a maximum of two to three paragraphs each, and highlight the respondent's most relevant previous experience in delivering projects with the following characteristics:

- Residential developments that include an affordable housing component
- Commercial development providing significant space for employment-generating uses
- Experience in development of mixed-use urban projects in Durham or in an urban context similar to Durham
- Experience in acting as a master developer and coordinating successful delivery of complex, mixed-use development projects
- Examples of successful public-private partnerships
- Experience in developing projects that involved the rehabilitation of a historic structure to productive use

For all projects submitted as examples of relevant previous experience, Respondents should provide: project location; project size and program description, including phasing; completion date or expected completion date; public sector involvement, if any; total project costs and financing structure; and a representative image (or images) of the project.

4. Financial Capability: Respondents should provide detailed information, in the form of a narrative description, about their ability to financially fulfill the obligations of the development project. Respondents should provide the following information:
 - a. Information about the Respondent's history of raising capital, and resources available to complete this project.
 - b. Description of the sources of equity and/or debt Respondent believes will be attracted to investing in this project.
 - c. A statement indicating that the Respondent does not currently and has not had any loans in default within the past 10 years, and has not filed for bankruptcy, had a project foreclosed on, or faced government fines. Alternatively, if any of these have occurred, include a description of the actions and the project-related circumstances in which the actions took place.
 - d. Description of any litigation that has been filed against the development team or its members related to real estate projects during the past 10 years, as well as the

outcome of that litigation. If no litigation has been filed, please include a statement to this effect.

5. Development Approach: Respondents should provide a narrative statement describing a high-level vision for the site, including initial conceptions of a potential development program for the site. The content of this statement will not be used during the evaluation process to qualify respondents, rather these statements will provide the City with a sense of the respondent's perceptions about the site's optimal use. Respondents should focus their narrative statement on the portion(s) of the development they would control. Based on the Respondent's qualifications as a master, residential, and/or commercial developer, the narrative statement should address the following topics:
 - a. Approach to parking and open space
 - b. Approach to delivering affordable housing and/or mixed-income housing on site (for residential developers)
 - c. Approach to delivering a mixed-use commercial program on site (for commercial developers)
 - d. Approach to the re-using the existing Milton Small building
 - e. Approach to community engagement in undertaking the development (e.g. ways to keep the public involved in the project timeline, how the public will be kept informed on plans for open space and other public amenities, approach to programming open space).
6. Equal Business Opportunity Program (Completion of Required Forms): It is the policy of the City to provide equal opportunities for City contracting for persons who own underutilized businesses doing business in the City's Contracting Marketplace. It is further the policy of the City to prohibit discrimination against any firm in pursuit of these opportunities, to conduct its contracting activities so as to prevent such discrimination, to correct present effects of past discrimination and to resolve complaints of discrimination. This policy applies to all professional services categories.

The goals are 0% M/UBE and 0% W/UBE for this request. In accordance with the Ordinance, all proposers are required to provide information requested in the Professional Services Forms package included with this request. The UBE Participation Documentation is required of all proposers. Complete the form with the prime proposer's information and sign, even when there is no UBE participation. If your firm chooses to include minority/women business participation, the Letter of Intent to Perform as a Sub-Consultant document is also required with the proposal. **Proposals that do not contain the appropriate, completed Professional Services Forms may be deemed non-responsive and ineligible for consideration.** The "Request to Change UBE Participation,"

and "UBE Goals Not Met/Documentation of Good Faith Efforts" forms are not applicable at this time.

The Equity & Inclusion Department is responsible for the Equal Business Opportunity Program. All questions about Professional Services Forms should be referred to Deborah Giles or other department staff at (919) 560- 4180.

At this stage in the City's disposition process, the Respondent is asked to complete the following forms found in the Professional Services Forms Appendix (please mark N/A when appropriate, if any information requested, e.g. references to contract value or completion dates, is not known at this time):

- Participation Documentation Form
- Letter of Intent to Perform as a Sub-Consultant (Only if you are using a certified minority and/or women firm)

The Respondent should submit all pages and forms included in the Appendix, including the not applicable forms.

VI. EVALUATION CRITERIA FOR RFQ RESPONSES

The City will review all RFQ submissions for completeness and compliance with the submission requirements delineated above. Only complete submissions will be evaluated, and the City retains the right to disqualify any Respondent that does not submit all the required components. All Respondents with complete proposals will be evaluated based on the criteria and scoring described below.

The evaluation criteria listed below provide guidelines for how responses will be evaluated based on which components of the development program are of interest. As delineated in the table below, firms responding to an individual component of the program will be evaluated based on their particular expertise, while firms responding as a master developer are expected to demonstrate expertise in successfully overseeing and managing the delivery of complex, large development projects. Respondents with qualifications, relevant project experience, and financial capability that match the minimums outlined in the “Highly advantageous” category will receive a higher score than those that meet the “Advantageous” and “Not advantageous” categories.

	Master Developer	Residential Developer	Commercial Developer
HIGHLY ADVANTAGEOUS	<p>Qualifications</p> <ul style="list-style-type: none"> At least one employee in a leadership position with a minimum of 15 years' experience in overseeing complex developments, who will be substantially engaged in delivery of this project Participated in two or more public-private partnership where the Respondent served as the lead developer <p>Relevant Project Experience</p> <ul style="list-style-type: none"> Delivered at least five large developments that required coordination across different uses, in Durham or another similar urban context Participated in two or more public-private partnerships Experience in leading a project involving the rehabilitation of a historic structure to productive use Demonstrated a strong commitment to gathering and respecting community input in at least two large, urban redevelopment projects 	<p>Qualifications</p> <ul style="list-style-type: none"> At least one employee in a leadership position with a minimum of 10 years' experience in affordable housing and/or mixed-income residential development, who will be substantially engaged in delivery of this project <p>Relevant Project Experience</p> <ul style="list-style-type: none"> Participated in at least three mixed-income or 100% affordable residential developments space in Durham or another similar urban context Participated in at least one public-private partnership Experience in leading a project involving the rehabilitation of a historic structure to productive use Demonstrated a strong commitment to gathering and respecting community input in at least two large, urban redevelopment projects 	<p>Qualifications</p> <ul style="list-style-type: none"> At least one employee in a leadership position with a minimum of 10 years' experience in commercial mixed-use development, who will be substantially engaged in delivery of this project <p>Relevant Project Experience</p> <ul style="list-style-type: none"> Delivered at least three commercial projects comprising retail, office, or lab space in Durham or another similar urban context Participated in at least one public-private partnership Experience in leading a project involving the rehabilitation of a historic structure to productive use Demonstrated a strong commitment to gathering and respecting community input in

	<p>Financial Capability</p> <ul style="list-style-type: none"> • Past ability and capacity to secure appropriate project financing for at least five completed large mixed-use development projects in an urban setting • No litigation or loan defaults in the past 10 years • At least two letters of interest and/or support from certified lenders and/or equity partners 	<p>Financial Capability</p> <ul style="list-style-type: none"> • Past ability and capacity to secure appropriate project financing for at least three completed large residential projects in an urban setting • No litigation or loan defaults in the past 10 years • At least two letters of interest and/or support from certified lenders and/or equity partners 	<p>at least two large, urban redevelopment projects</p> <p>Financial Capability</p> <ul style="list-style-type: none"> • Past ability and capacity to secure appropriate project financing for at least three development projects in an urban setting • No litigation or loan defaults in the past 10 years • At least two letters of interest and/or support from certified lenders and/or equity partners
ADVANTAGEOUS	<p>Qualifications</p> <ul style="list-style-type: none"> • At least one employee in a leadership position with at least 10 years of experience in overseeing complex development projects • Participated in one or more public-private partnership where the Respondent served as the lead developer <p>Relevant Project Experience</p> <ul style="list-style-type: none"> • Delivered at least three large developments that required coordination across different uses, 	<p>Qualifications</p> <ul style="list-style-type: none"> • At least one employee in a leadership position with at least 5 years of experience in affordable housing and/or mixed-income residential development <p>Relevant Project Experience</p> <ul style="list-style-type: none"> • Participated in at least two mixed-income or 100% affordable residential developments in 	<p>Qualifications</p> <ul style="list-style-type: none"> • At least one employee in a leadership position with at least 5 years of experience in commercial mixed-use development <p>Relevant Project Experience</p> <ul style="list-style-type: none"> • Delivered at least two commercial projects comprising

	<p>in Durham or another similar urban context</p> <ul style="list-style-type: none"> • Participated in at least one public-private partnership • Experience in participating in a project involving the rehabilitation of a historic structure to productive use • Demonstrated a strong commitment to gathering and respecting community input in at least one large, urban redevelopment projects <p>Financial Capability</p> <ul style="list-style-type: none"> • Past ability and capacity to secure appropriate project financing for at least two completed large mixed-use development projects in an urban setting • No litigation or loan defaults in the past five years • At least one letter of interest and/or support from certified lenders and/or equity partners 	<p>Durham or a similar urban context</p> <ul style="list-style-type: none"> • Participated in one public-private partnership • Experience in participating in a project involving the rehabilitation of a historic structure to productive use • Demonstrated a commitment to gathering and respecting community input in at least one redevelopment project <p>Financial Capability</p> <ul style="list-style-type: none"> • Past ability and capacity to secure appropriate project financing for at least two completed large residential projects in an urban setting • No litigation or loan defaults in the past five years • At least one letter of interest and/or support from certified lenders and/or equity partners 	<p>retail, office, or lab space in Durham or another similar urban context</p> <ul style="list-style-type: none"> • Participated in one public-private partnership • Experience in participating in a project involving the rehabilitation of a historic structure to productive use • Demonstrated a commitment to gathering and respecting community input in at least one redevelopment project <p>Financial Capability</p> <ul style="list-style-type: none"> • Past ability and capacity to secure appropriate project financing for at least two completed large commercial development projects in an urban setting • No litigation or loan defaults in the past five years • At least one letter of interest and/or support from certified lenders and/or equity partners
NOT ADVANTAGEOUS	<p>Qualifications</p> <ul style="list-style-type: none"> • No employees in a leadership position with experience in 	<p>Qualifications</p> <ul style="list-style-type: none"> • No employees in a leadership position with experience in 	<p>Qualifications</p>

	<p>overseeing complex development projects</p> <ul style="list-style-type: none"> No experience participating in a public-private development project <p>Relevant Project Experience</p> <ul style="list-style-type: none"> Delivered fewer than three large developments that required coordination across different uses, in Durham or another similar urban context No experience in public-private partnerships No experience in rehabilitating historic structures No demonstrated commitment to gathering and respecting community input in a redevelopment project <p>Financial Capability</p> <ul style="list-style-type: none"> No evidence of past ability to secure project financing for a completed mixed-use project in an urban setting. 	<p>affordable housing and/or mixed-income residential development</p> <ul style="list-style-type: none"> No experience participating in a public-private development project <p>Relevant Project Experience</p> <ul style="list-style-type: none"> Participated in fewer than two mixed-income or 100% affordable residential developments in an urban context No experience in public-private partnerships No experience in rehabilitating historic structures No demonstrated commitment to gathering and respecting community input in a redevelopment project <p>Financial Capability</p> <ul style="list-style-type: none"> No evidence of past ability to secure project financing for a completed residential project in an urban setting. Litigation and/or loan default in the past five years 	<ul style="list-style-type: none"> No employees in a leadership position with experience in commercial development No experience participating in a public-private development project <p>Relevant Project Experience</p> <ul style="list-style-type: none"> Delivered fewer than two commercial developments in an urban context No experience in public-private partnerships No experience in rehabilitating historic structures No demonstrated commitment to gathering and respecting community input in a redevelopment project <p>Financial Capability</p> <ul style="list-style-type: none"> No evidence of past ability to secure project financing for a completed commercial
--	---	--	---

	<ul style="list-style-type: none"> • Litigation and/or loan default in the past five years • No letter(s) of interest and/or support from certified lenders and/or equity partners 	<ul style="list-style-type: none"> • No letter(s) of interest and/or support from certified lenders and/or equity partners 	<ul style="list-style-type: none"> • development project in an urban setting. • Litigation and/or loan default in the past five years • No letter(s) of interest and/or support from certified lenders and/or equity partners
EQUAL BUSINESS OPPORTUNITY PROGRAM	During the review of RFQ responses, respondents will not be evaluated on the information provided in the Professional Services Forms, though all forms in the Appendix must be submitted as part of the response.		

VII. ANTICIPATED SOLICITATION SCHEDULE

The City of Durham’s anticipated timeline for the first phase of the disposition process is outlined below. The City intends to release a Phase II RFP following evaluation of all RFQ responses. The City will notify Respondents of their status at the conclusion of the RFQ process, and qualified Respondents will be invited to participate in Phase II.

Milestone	Date
RFQ released by City	9/29/21
Pre-submittal conference	10/14/21
Deadline for questions to City	10/21/21
Response to questions posted by City	10/27/21
RFQ submissions due	11/9/21, by 3 p.m. EST
Respondents notified of qualification status, and invited to respond to RFP	TBD

Pre-Submittal Conference

The City will host a virtual pre-submittal conference on October 14, 2021 open to all potential respondents. The pre-submittal conference will be held from 10:00 am – 11:00 am EST on Zoom. **Zoom information to join the pre-submittal conference will be posted to the City’s project website:** <https://durhamnc.gov/2999/505-W-Chapel-Hill-St>.

During the session, the City will deliver a presentation describing the development opportunity, and will answer any questions regarding stated priorities, desired qualifications, and the overall disposition process. The session will also provide potential respondents with a forum for asking City staff questions about the process and the content of this RFQ. Attendance at the pre-submittal conference is optional but highly encouraged.

Following the pre-submittal conference, the City will open up the site from 12:00 pm – 1:00 pm EST for respondents who would like to tour the site, the existing building, and the surrounding area. The site’s full address is: 505 W. Chapel Hill Street, Durham, NC 27701. Following the conference, a record of questions asked and answered will also be made available on the project website.

IX. APPENDIX: LEGAL AUTHORITY FOR DISPOSITION

~~The City intends to pursue a two phase disposition process. The City of Durham has issued this Request for Qualifications from developers and developer teams. A selection panel will review the RFQ submissions. The panel will recommend to City Council a select number of respondents to move forward into a Request for Proposal process. A selection panel will review the RFP submissions and recommend to City Council the proposal which best achieves the key priorities for the site. This process will be informed by Section 86.1 of the Durham City Charter:~~

(a) The City Council may sell, exchange, or otherwise transfer the fee or any lesser interest in real property to any purchaser subject to such covenants, conditions and restrictions as the City Council may deem to be in the public interest. Such sale, exchange, or other transfer may be made pursuant to either (i) Section 86 of this Charter, (ii) Article 12 of Chapter of 160A of the North Carolina General Statutes (G.S. 160A-265 et seq.), (iii) G.S. 160A-514 or (iv) any other applicable provision of law, and the consideration received by the City, if any, for such sale, exchange or transfer may reflect the restricted use of the property resulting from such covenants, conditions and restrictions. The City may invite bids or written proposals (including detailed development plans and site plans) for the purchase of any such property or property interest (whether by sale, exchange or other transfer) pursuant to such specifications as may be approved by the City. A sale, exchange or other transfer of real property (or interest therein) pursuant to this section may be made contingent upon any necessary rezoning of such property.

(b) The authority contained in this section is in addition to and not in limitation of any other authority granted by this charter or any other law.

X. APPENDIX: PROFESSIONAL SERVICES FORMS



EQUITY & INCLUSION

CITY OF DURHAM

EQUAL BUSINESS OPPORTUNITY PROGRAM

PROFESSIONAL SERVICES FORMS

Updated 03/21



Phone: 919-560-4180
DurhamNC.gov

Street Address:
101 City Hall Plaza (Annex)
Durham, NC 27701

The Department of Equal Opportunity/Equity Assurance
Good Things Are Happening In Durham

CITY OF DURHAM EQUAL BUSINESS OPPORTUNITY PROGRAM

Policy Statement

It is the policy of the City to provide equal opportunities for City contracting to underutilized businesses owned by minorities and women doing business in the City's Contracting Marketplace. It is further the policy of the City to prohibit discrimination against any firm in pursuit of these opportunities, to conduct its contracting activities so as to prevent such discrimination, to correct the present effects of past discrimination and to resolve complaints of discrimination.

Goals

To increase the dollar value of all City contracts for goods and services awarded to minority and women business enterprises, it is a desire of the City that the contractor will voluntarily undertake efforts to increase the participation of minority and women individuals at higher skill and responsibility levels within non-minority firms engaged in contracting and subcontracting with the City.

The Equity & Inclusion Director shall determine participation goals based upon the availability of minority and women business enterprises (MWBs) within the defined scope of contracting, and the goals established for the contracting category.

EQUAL BUSINESS OPPORTUNITY PROGRAM UBE PARTICIPATION DOCUMENTATION

If applicable information is not submitted with your proposal, your proposal may be deemed non- responsive.

UBE Participation Documentation must be used to document participation of an underutilized business enterprise (UBE) on Professional Services projects. All UBEs must be certified by the State of North Carolina as a historically underutilized business, the North Carolina Department of Transportation as a minority-owned or women-owned business or the U.S. Small Business Administration's 8(a) Business Development Program prior to the submission date. If a business listed has not been certified, the amount of participation will be reduced from the total utilization.

Letter of Intent to Perform as a Sub-consultant/Subcontractor must be completed for UBEs proposed to perform on a contract. This form must be submitted with the proposal.

Post Proposal Submission UBE Deviation

Post proposal submission UBE deviation participation documentation must be used to report any deviation from UBE participation either prior to or subsequent to startup of the project. The Equity & Inclusion Department must be notified if the proposed sub-consultant/subcontractor is unable to perform and for what reasons. Substitutions of sub-consultants/subcontractor, both prior to and after awarding of a contract, are subject to City approval.

UBE Goals Not Met/Documentation of Good Faith Efforts

It is the responsibility of consultants/contractors to make good faith efforts. Good Faith Efforts means the sum total of efforts by a particular business to provide equitable participation of minority-owned and women-owned individuals or businesses as sub-consultants/subcontractors.

Whenever contract alternatives, amendments or extra work orders are made individually or in the aggregate, which increase the total value of the original contract, the consultant must make a good faith effort to increase UBE participation such that the amounts subcontracted are consistent with the established goals.

SELECTION OF CONSULTANTS/CONTRACTORS FOR ARCHITECTURAL/ENGINEERING AND OTHER PROFESSIONAL SERVICES

Definition of the Scope of the Selection Policy

The Equity & Inclusion Director shall determine UBE participation goals for each contracting category to be awarded by the City. Goals for each project or contract will be based upon the availability of underutilized business enterprises(UBE's) within the defined scope of work, delineated into percentages of the total value of the work.

The City of Durham will consider a formal certification of the State of North Carolina's Historically Underutilized Businesses (HUB) Office, North Carolina Department of Transportation (N.C. DOT) minority and women businesses and the United States Small Business Administration (U.S. SBA) 8(a) Development Program as meeting the requirements of the Equal Business Opportunity Program, provided there is evidence that the firm is currently certified by one of the stated entities.

Underutilized Business Proposal Requirements

The prime consultant/contractor shall submit a proposal in accordance with the City of Durham's request for Proposal. In addition, the prime consultant/contractor must submit all required Professional Services Forms.

Selection Committee for Professional Services

A selection committee shall be established and may be composed of the following: City Manager or a designated representative of this office; Director of Finance or a designated representative of this office; department head responsible for the project; City Engineer if engineering services are involved; the Equity & Inclusion Director or designee and Purchasing Manager or designee. Other representatives shall be called upon as needed based on their areas of expertise.

The committee shall screen the proposals based on the following criteria:

1. Firms; interest in the project;
2. Current work in progress by firm;
3. Past experience with similar projects;
4. General proposal for carrying out the required work;
5. Designation of key personnel who will handle the project, with resume for each;
6. Proposed associate consultants/contractors, UBE subconsultants;
7. Indication of capability for handling project;
8. Familiarity with the project;
9. Fees that have been charged for recent comparable projects;
10. References;
11. UBE Participation; and
12. Documentation of Good Faith efforts should UBE participation requirements not be met.

After ranking the firms presenting proposals based on the above criteria, interviews will be

conducted by the selection committee with the top ranked firms (3-5). The contracting department will make the final recommendation, prepare contracts for review by the City Attorney, and prepare the recommendation for the City Council including the following:

1. Description and scope of the project;
2. Recommended firm;
3. Contract cost;
4. Time limits;
5. Basis for selection;
6. Source for funding;
7. Equal Business Opportunity Ordinance compliance; and
8. Recommendation that the contract be approved by the City Council.

Contract Award

A provision must be written in each contract with an architect or engineer requiring them to work with Equity & Inclusion Department in creating and identifying separate work.

Project Evaluation

An evaluation shall be made of each contract after its completion to be used in consideration of future professional services contracts. The evaluation shall cover appropriate items from the check list for ranking applicants. A copy of the evaluation shall be given to the consultant, and any comment he/she cares to make shall be included in the files.

PARTICIPATION DOCUMENTATION FORM

(TO BE COMPLETED BY PRIME CONSULTANT/CONTRACTOR ONLY)

Names of all firms

Project (including

prime and subconsultants/sub - contractors)	Location	UBE Firm Yes/No	Nature of Participation	% of Project Work
---	----------	-----------------------	-------------------------------	----------------------

		Yes () No ()		
		Yes () No ()		
		Yes () No ()		
		Yes () No ()		
		Yes () No ()		
		Yes () No ()		
		Yes () No ()		

TOTAL _____

Name - Authorized Officer of Prime Consultant/Contractor Firm (Print/Type)

Signature - Authorized Officer of Prime Consultant/Contractor Firm

Date

LETTER OF INTENT TO PERFORM AS A SUBCONSULTANT

The undersigned intends to perform work in connection with the above project as a UBE:

☐ Minority (African American, American Indian, Asian or Hispanic) ☐ Woman

The UBE status of the undersigned is certified if identified as HUB certified by the N.C. Department of Administration HUB Office, minority or women certified by the N.C. Department of Transportation and 8(a) certified by the U.S. Small Business Administration.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

You have projected the following commencement date for such work, and the undersigned is projecting completion of such work as follows:

<u>ITEMS</u>	<u>PROJECTED COMMENCEMENT DATE</u>	<u>PROJECTED COMPLETION DATE</u>

The consultant will subcontract _____% of the dollar value of this contract to UBE subconsultant.

The undersigned will enter into a formal agreement in the amount of \$_____ for the above work with you, conditioned upon your execution of a contract with the City of Durham.

Name : _____

Title: _____

Company : _____

Telephone: _____

Address: _____

Signature _____

REQUEST TO CHANGE UBE PARTICIPATION

Project: _____

Name of bidder or consultant: _____

Name and title of representative of bidder or consultant: _____

Zip Code: _____

Address:

Telephone No:

Fax Number:

Email address: _____

Total amount of original contract, before any change orders or amendments: _____

Total amount of the contract, including all approved change orders and amendments to date,
but not counting the changes proposed in this form:

Dollar amount of changes proposed in this form: _____

The proposed change (*check one*): ☐ **increases** ☐ **decreases** the dollar amount of the bidder's/consultant's contract with the City.

Does the proposed change decrease the UBE participation? (*check one*): ☐ **yes** ☐ **no**

If the answer is **yes**, complete the following:

BOX A. For the subcontract proposed to be changed (increased, reduced, or eliminated): Name of subconsultant _____

Goods and services to be provided before the proposed change: _____

Is it proposed to eliminate this subcontract? ☐ **yes** ☐ **no**

If the subcontract is to be increased or reduced, describe the nature of the change (*such as adding \$5,000 in environmental work and deleting \$7,000 in architectural*):

Dollar amount of this subcontract before this proposed change: _____

Dollar amount of this subcontract after this proposed change: _____

This subcontractor is (check one):

- ☐ 1. Minority-Owned UBE
- ☐ 2. Woman-Owned UBE
- ☐ 3. Not a UBE

BOX B. Proposed subcontracts other than the subcontract described in Box A above (continued)

Name of sub-consultant for the new work: _____

Goods and Services to be provided by this proposed subcontract: _____

Dollar amount proposed of this proposed subcontract. This sub-consultant is:

- ☐ 1. Minority-Owned UBE
- ☐ 2. Woman-Owned UBE
- ☐ 3. Not a UBE

Add additional sheets as necessary.

UBE GOALS NOT HAVING BEEN MET

The following information must be presented by the consultant concerning good faith efforts taken.

It is the responsibility of consultants to make good faith efforts. Any act or omission by the City shall not relieve them of this responsibility. For future efforts, it shall be comprised of such efforts which are proposed to allow equitable participation of socially and economically disadvantaged employees and sub-consultants/subcontractors. The City Manager shall apply the following criteria, with due consideration of the quality, quantity, intensity and timeliness of efforts of consultants/contractors, in determining good faith efforts to engage UBEs along with other criteria that the City Manager deems proper:

Name of Bidder: _____

*If you find it helpful, feel free to attach pages to explain your answers. **How many pages is your firm attaching to this questionnaire?** _____ questionnaire.)*

(Don't count the 2 pages of this)

If a yes or no answer is not appropriate, please explain the facts. All of the answers to these questions relate only to the time before your firm submitted its bid or proposal to the City. In other words, actions that your firm took after it submitted the bid or proposal to the City cannot be mentioned or used in any answers.

1. SOLICITING UBEs.

- (a)** Did your firm solicit, through all reasonable and available means, the interest of all UBEs in the list provided by the City in the scope of work of the contract? ☐ **yes** ☐ **no**

In such soliciting, did your firm advertise? ☐ **yes** ☐ **no**

Are you attaching copies to this questionnaire, indicating the dates and names of newspaper or other publication for each ad if that information is not already on the ads? ☐ **yes** ☐ **no**

- (b)** In such soliciting, did your firm send written (including electronic) notices or letters? Are you attaching one or more sample notices or letters? ☐ **yes** ☐ **no**

- (c)** Did your firm attend the pre-bid conference? ☐ **yes** ☐ **no**

- (d)** Did your firm provide interested UBEs with timely, adequate information about the plans, specifications, and requirements of the contract? ☐ **yes** ☐ **no**

- (e)** Did your firm follow up with UBEs that showed interest? ☐ **yes** ☐ **no**

- (f)** With reference to the UBEs that your firm notified of the type of work to be subcontracted, did your firm tell them:

(i) the specific work your firm was considering for subcontracting? ☐ **yes** ☐ **no**

(ii) that their interest in the contract is being solicited? ☐ **yes** ☐ **no**

(iii) how to obtain and inspect the applicable plans and specifications and descriptions of items to be purchased? ☐ **yes** ☐ **no**

2. BREAKING DOWN THE WORK.

- (a)** Did your firm select portions of the work to be performed by UBEs in order to increase the likelihood that the goals would be reached? ☐ **yes** ☐ **no**

(b) If **yes**, please describe the portions selected. **ANSWER:**

3. NEGOTIATION. In your answers to 3, you may omit information regarding UBEs for which you are providing a Letter of Intent.

(a) What are the names, addresses, and telephone numbers of UBEs that you contacted?

ANSWER:

(b) Describe the information that you provided to the UBEs regarding the plans and specifications for the work selected for potential subcontracting. **ANSWER:**

(c) Why could your firm not reach agreements with the UBEs that your firm made contact with? Be specific. **ANSWER:**

4. ASSISTANCE TO UBEs ON BONDING, CREDIT, AND INSURANCE.

(a) Did your firm or the City require any subcontractors to have bonds, lines of credit, or insurance?

☐ **yes** ☐ **no** (Note: In most projects, the City has no such requirement for *subcontractors*.)

(b) If the answer to (a) is **yes**, did your firm make efforts to assist UBEs to obtain bonds, lines of credit, or insurance? ☐ **yes** ☐ **no**

If yes, describe your firm's efforts. **ANSWER:**

(c) Did your firm provide alternatives to bonding or insurance for potential subcontractors?

☐ **yes** ☐ **no** If **yes**, describe. **ANSWER:**

5. GOODS AND SERVICES. What efforts did your firm make to help interested UBEs to obtain goods or services relevant to the proposed subcontracting work? **ANSWER:**

6. USING OTHER SERVICES.

(a) Did your firm use the services of the City to help solicit UBEs for the work? ☐ **yes** ☐ **no**

Please explain. **ANSWER:**

(b) Did your firm use the services of available minority/women community organizations, minority and women contractors' groups, government-sponsored minority/business assistance agencies, and other appropriate organizations to help solicit UBEs for the work? ☐ **yes** ☐ **no** Please explain.

ANSWER:

XI. APPENDIX: CONTRACTOR WORKFORCE DIVERSITY QUESTIONNAIRE

A diverse workforce refers to the similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, gender, and sexual orientation. A diverse workforce results in greater productivity, engagement and innovation among the employees of a business. The workforce of the City of Durham is diverse and directly benefits from diversity in hiring practices of the contractors that do business in the City of Durham. The City of Durham is committed to the promotion of a diverse workforce within its own workforce and the workforce of contractors that perform work for, or deliver goods or services to, the City.

The information requested in this questionnaire is intended to encourage the candidate, which is defined as the person, firm or corporation interested in contracting with the City, to engage in diverse workforce hiring practices as in the best interest of the City and the greater Durham community. The following questions focus on your efforts to recruit and maintain a diverse workforce and to provide your business with resources and recommendations on how to create and maintain a diverse workforce.

1. Do the management and professional positions within your business include women and minorities?

_____ Yes _____ No

If yes, please provide number(s) and positions:

Number of Women _____
Position title: _____

Number of Minorities _____
Position title: _____

2. Please respond to the following efforts you make to create and maintain a more diverse workforce:

- (a) When you recruit for employees, do you only recruit by word-of-mouth?

_____ Yes _____ No

[Note: Reliance on word-of-mouth recruiting alone is unlikely to result in a diverse workforce.]

(b) Do you focus any recruitment efforts in the local Durham area?

_____ Yes _____ No

If, yes, please provide examples how you focus recruitment to the local Durham area:

(c) Do you utilize any women/minority-focused LinkedIn groups and/or other professional or non-professional women/minority groups?

_____ Yes _____ No

If, yes, please provide examples: _____

(d) Do you regularly recruit from HBCUs (Historically Black Colleges and Universities) and/or other minority-focused colleges and universities?

_____ Yes _____ No

If, yes, please provide names of the schools: _____

(e) Do you attend minority-focused career fairs?

_____ Yes _____ No

If, yes, please provide names of examples: _____

(f) Do you participate in Durham youth internship programs?

_____ Yes _____ No

If, yes, please provide names of examples: _____

3. Please list the efforts your company makes to promote or create a more diverse workforce that may not be listed above under question No. 2.

4. Do you believe your business, including all employees, has a diverse workforce?

_____ Yes _____ No

Enter the total number of employees that work for your business _____.

Please provide the reasons why you believe **you have**, or **do not have**, a diverse workforce:

5. How would you characterize the nature of the majority of your workforce:

(a) Professional and skilled (includes technicians and clerical) workers:

_____ Yes _____ No

(b) Mostly unskilled workers and laborers:

_____ Yes _____ No

(c) Mix of professional, skilled and unskilled workers and labors:

_____ Yes _____ No

6. To assist the City in determining the effectiveness of your diverse workforce hiring practices, please complete the following Employee Breakdown Table(s) to show your current employee diversity breakdown:

[Instructions: Complete Part A for the primary location where the goods and services that are the subject of the bid/proposal are to be made or provided. If the parent company or other locations of the business are providing any substantial portion of the goods or services, then the business must also complete Part B, for the consolidated company.]

Part A – Employee Diversity Breakdown Table for Primary Location

				M-----a-----l-----e-----s					F-----e-----m-----a-----l-----e-----s				
Employment Category	Total Employees	Total Males	Total Females	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project Manger													
Professional													
Labor													
Clerical													
Totals													

Part B – Employee Diversity Breakdown for the Consolidated Company

				M-----a-----l-----e-----s					F-----e-----m-----a-----l-----e-----s				
Employment Category	Total Employees	Total Males	Total Females	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project Manager													
Professional													
Labor													
Clerical													
Totals													

Resources –The City of Durham advertises job postings to a variety of sources in its own pursuit of a diverse workforce. The following resources are sources used by the City of Durham and others and are being provided to assist you in your recruitment of a more diverse workforce.

Category	Organization	Website
Professionals	American Women’s Society of Certified Public Accountants	www.awscpa.org
Professionals	Accounting & Financial Women’s Alliance	www.afwa.org
Professional/ Technical	Society of Women Engineers	www.societyofwomenengineers.org
Professionals	American Business Women’s Assoc.	www.abwa.org
Professionals	Association for Women in Science	www.awis.org
Professionals	Women in Engineering	www.womeng.org
Professionals	Women in Technology	www.womenintechnology.org
Professionals	Women in I.T	www.womeninit.org
Professionals	URISA	www.urisa.org
Professionals	Women in GIS	www.womeningis.org
Professionals	Supporting Women in Geography & GIS	www.swiggis-austin.org
Professionals	Women’s Transportation Seminar	www.wtsinternational.org
Professionals	Society of Asian Scientists and Engineers	https://www.saseconnect.org/

Professionals	National Organization of Minority Architects	https://www.noma.net/professional/north-carolina
Professionals	North Carolina Society of Hispanic Professionals	https://www.thencshp.org
Professionals	Association of Asian American Architects & Engineers	https://www.aaaesc.org
Professionals	Minority Professionals Network	http://www.minorityprofessionalnetwork.com
Gen. Construction	National Association of Black Women in Construction	https://nabwic.org
Chamber of Commerce	Carolinas Asian American Chamber of Commerce	https://caacc.com
Skilled Craft	Hispanic Arborist Assoc.	www.hispanicarboristassociation.com
Skilled Craft	Electrical Workers Minority Caucus	www.ibew-ewmc.org
Skilled Craft	Women in Manufacturing	www.womeninmanufacturing.org
Skilled Craft	Rainbow PUSH Automotive Project	www.automotiveproject.org
Skilled Craft	Women in Automotive	www.womeminautomotive.org
Service/Maintenance	Conf. of Minority Transportation Officials	www.comto.org
Service/Maintenance	Coalition of Labor Union Women	www.cluw.org
Service/Maintenance	National Assoc. of Women in Construction	www.nawic.org
Protect and Serve	National Assoc. of Latino Firefighters	www.nahf.org
Protect and Serve	Int. Assoc. of Black Firefighters	www.iabpf.org
Protect and Serve	Int. Assoc. of Women in Fire & Emergency Services	www.i-women.org
Protect and Serve	National Assoc. of Women Law Enforcement Officers	www.nawlee.org
Protect and Serve	National Latino Law Enforcement Org.	www.nlleo.com
Protect and Serve	National Coalition of Latino Officers	www.latino-officers.org
Protect and Serve	Asian American Law Enforcement Assoc.	www.asianamericanlawenforemenassociation.org